



SACHI A. HAMAI  
Interim Chief Executive Officer

## County of Los Angeles CHIEF EXECUTIVE OFFICE

Kenneth Hahn Hall of Administration  
500 West Temple Street, Room 713, Los Angeles, California 90012  
(213) 974-1101  
<http://ceo.lacounty.gov>

Board of Supervisors  
HILDA L. SOLIS  
First District

MARK RIDLEY-THOMAS  
Second District

SHEILA KUEHL  
Third District

DON KNABE  
Fourth District

MICHAEL D. ANTONOVICH  
Fifth District

March 30, 2015

To: Mayor Michael D. Antonovich  
Supervisor Hilda L. Solis  
Supervisor Mark Ridley-Thomas  
Supervisor Sheila Kuehl  
Supervisor Don Knabe

From: Sachi A. Hamai   
Interim Chief Executive Officer

### **REPORT BACK ON RFP PROCESS FOR THE HALL OF ADMINISTRATION CAFETERIA (ITEM NO. 11, AGENDA OF APRIL 15, 2014)**

On April 15, 2014, a Board-approved motion sponsored by Supervisors Mark Ridley-Thomas and Michael D. Antonovich, directed the Chief Executive Office (CEO) to work with the Department of Public Health (DPH) and the Internal Services Department (ISD), and report back in 30 days with a proposed approach and timeline to launch a new, fair, and competitive Request for Proposals (RFP) to operate the Kenneth Hahn Hall of Administration (HOA) cafeteria.

On May 15, 2014, our office, in collaboration with DPH and ISD, submitted to the Board a proposed framework and timeline for competitive bidding of the HOA cafeteria operations. This memorandum provides a status of our efforts to date on the RFP process for the HOA cafeteria operations. A follow-up status report (Attachment I) was provided to the Board on December 15, 2014, whereby we conveyed an updated RFP strategy, as well as advised that a food service consultant would be hired to analyze the current cafeteria market and determine if the County should consider subsidizing the cafeteria operations, as a means of attracting a quality food vendor while maintaining an affordable price point for menu items.

The report from the consultant (Perspectives/The Consulting Group) is attached (Attachment II). Perspectives' feasibility analysis involved assessing the demographics of the HOA employees and visitors, conducting on-site evaluation of the current cafeteria operation, surveying HOA employees, evaluating downtown LA food service options, and interviewing managers of local cafeteria operations. A few highlights from the report are as follows:

*"To Enrich Lives Through Effective And Caring Service"*

***Please Conserve Paper – This Document and Copies are Two-Sided  
Intra-County Correspondence Sent Electronically Only***

- Corporate, non-franchised operators tend to be more stable and predictable, they typically have greater depth of resources in such areas as nutrition/health, marketing, consumer trends, and purchasing.
- There are two areas of opportunity that could be better utilized to reinforce the County's commitment to health and wellness. The escalators and elevators can be used to post a changing array of professionally produced posters.
- Comparing other captive environments in the area such as the Department of Water and Power and Gas Company cafeterias, these cafeterias were much more appealing, and did a better job in providing and featuring healthy options due to the corporate food service operators at these sites.
- HOA employees go off-site at least 8 out of 10 lunch visits. Twenty percent of employees use the HOA cafeteria, and 10 percent use the HOA snack bar in a typical two week period (10 possible visits). Forty-four percent of employees spend between \$5 and \$8 during lunch at the HOA cafeteria, and 77 percent spend less than \$10.
- Healthy options do not necessarily have to cost more. Careful handling and smart buying can keep costs down.
- A financial subsidy would not have the desired impact, perhaps any impact, on improved health and wellness.
- The most recent data available from *Foodservice Direct Magazine (2014)* reported that over half of the contract vendors in their study were subsidized. Types of subsidies: rent, multi-tier pricing, and incentives for select menu items that promote healthy dining.
- The Southern California Gas Company cafeteria is operated by Compass, and their agreement is gratis rent without any subsidies.
- Nestle Corporation in Glendale has a cafeteria operated by Compass, and their agreement includes a subsidy of 25 percent.

The report appears to reinforce one of our initial objectives, which is to attract high quality regional and national vendors. In order to attract such vendors, we feel the RFP should include the following provisions:

- A gratis rent structure.
- A tenant improvement (TI) allowance provided by the County for refurbishment of the interior seating area, and updated dishwashing equipment up to a maximum of \$250,000. New equipment is needed if we want to offer reusable dishes and flatware.
- Eliminate the financial benefit component from the scoring criteria of the RFP.
- Opportunities for the new vendor to provide food services within Grand Park during normal business hours, evenings, weekends, and special events.

It is our goal to issue the RFP to prospective vendors in May 2015, and have the new vendor commence operations in early 2016. If we do not hear back from your Board, we will move forward with the above provisions.

If you any have questions, your staff may contact Christopher Montana at (213) 974-4200, or email [cmontana@ceo.lacounty.gov](mailto:cmontana@ceo.lacounty.gov).

SAH:TT  
CMM:KW:ls

#### Attachments

c: Executive Office, Board of Supervisors  
County Counsel  
Internal Services  
Public Health

**STATUS REPORT**  
**DATED DECEMBER 15, 2014**



SACHI A. HAMAI  
Interim Chief Executive Officer

## County of Los Angeles CHIEF EXECUTIVE OFFICE

Kenneth Hahn Hall of Administration  
500 West Temple Street, Room 713, Los Angeles, California 90012  
(213) 974-1101  
<http://ceo.lacounty.gov>

December 15, 2014

To: Mayor Michael D. Antonovich  
Supervisor Hilda L. Solis  
Supervisor Mark Ridley-Thomas  
Supervisor Sheila Kuehl  
Supervisor Don Knabe

From: Sachi A. Hamai  
Interim Chief Executive Officer

Board of Supervisors  
HILDA L. SOLIS  
First District

MARK RIDLEY-THOMAS  
Second District

SHEILA KUEHL  
Third District

DON KNABE  
Fourth District

MICHAEL D. ANTONOVICH  
Fifth District

### **REPORT BACK ON RFP PROCESS FOR THE HALL OF ADMINISTRATION CAFETERIA (ITEM NO. 11, AGENDA OF APRIL 15, 2014)**

On April 15, 2014, a Board-approved motion sponsored by Supervisors Mark Ridley-Thomas and Michael D. Antonovich, directed the Chief Executive Office (CEO) to work with the Department of Public Health (DPH) and the Internal Services Department (ISD), and report back in 30 days with a proposed approach and timeline to launch a new, fair, and competitive Request for Proposals (RFP) to operate the Kenneth Hahn Hall of Administration (KHHA) cafeteria.

On May 15, 2014, our office, in collaboration with DPH and ISD, submitted to the Board a proposed framework and timeline for competitive bidding of the KHHA cafeteria operations. This memorandum provides a status of our efforts to date on the RFP process for the KHHA cafeteria operations.

Our approach to drafting the RFP has been driven by the objective to achieve a gratifying dining experience that encompasses quality, healthy choices, wellness, and a lunch price point of \$7-\$9. We have ascertained that our food service objectives can be best accomplished by targeting quality regional and national vendors, while presenting them with an economically viable opportunity. We are striving to prepare an RFP that includes various provisions and incentives to make the cafeteria operation as economically viable as possible.

The current vendor operating the KHHA Cafeteria over the past six years has reported average monthly revenue of \$51,159. The reported monthly figures have been fairly constant throughout this period. We have been advised that the current vendor is facing financial challenges, and is seeking a new franchisee to buy its franchise contract.

*"To Enrich Lives Through Effective And Caring Service"*

***Please Conserve Paper – This Document and Copies are Two-Sided  
Intra-County Correspondence Sent Electronically Only***

It is well documented that food vendors have experienced a considerable increase in labor, material, and food costs over the past six years. In addition, there has been an influx of eateries in the downtown area, and it becomes clear that economic viability is a critical issue. In order to address the economic viability concern, we are taking action and exploring ideas as follows:

- Negotiate an agreement with the Music Center to offer the new Cafeteria vendor an opportunity to provide food services within Grand Park during normal business hours, evenings, weekends, and special events.
- Include a gratis rent or rent credit provision in the RFP in exchange for the vendor completing equipment upgrades and performing some tenant improvements at the vendor's sole expense.
- Eliminate the financial benefit component from the scoring criteria of the RFP.
- Consolidate the 2nd and 3rd Floor snack bar operations (currently under contract with the State's Department of Rehabilitation for sight-impaired vendors) with the Cafeteria RFP.
- Hire a food service consultant to determine if the County should consider subsidizing the cafeteria operations, as a means of attracting a quality food vendor and maintaining an affordable price point for menu items.

Upon receipt of the consultant's analysis in February 2015, we will return to the Board with the recommended terms to include in the RFP and a request to finalize and release it. It is our goal to issue the RFP to prospective vendors in late Spring 2015.

If you have any questions, your staff may contact Christopher Montana at (213) 974-4200, or email at [cmontana@ceo.lacounty.gov](mailto:cmontana@ceo.lacounty.gov).

SAH:RLR  
CMM:KW:ls

c: Executive Office, Board of Supervisors  
County Counsel  
Internal Services  
Public Health

**REPORT FROM  
PERSPECTIVES/THE CONSULTING GROUP**

**FOODSERVICE SUBSIDY  
FEASIBILITY ANALYSIS  
KENNETH HAHN  
HALL OF ADMINISTRATION**

**OFFICE OF THE COUNTY ADMINISTRATOR  
COUNTY OF LOS ANGELES**

**March 9, 2015**



Report to  
Office of the County Administrator,  
County of Los Angeles

Foodservice Subsidy Feasibility Analysis  
Kenneth Hahn Hall of Administration

March 9, 2015

## Background

The Los Angeles County Board of Supervisors has determined that the food and service offerings at the public cafeteria in the **Kenneth Hahn Hall of Administration** are sub-standard in terms of quality, customer satisfaction and the fulfillment of the County's stated goals to support constituent and employee wellness and healthy lifestyles. As such, and coupled with improved commercial competition in the area, significant portions of the building's population are seeking more rewarding options to satisfy their foodservice needs outside the HOA.

The Supervisors have tasked the Office of the County Administrator with determining the feasibility of upgrading the quality of the foodservice offerings within the Hall of Administration. The Supervisors would like to see improved guest satisfaction with food, menuing, service and ambiance, as well as enhanced wellness and lifestyle support, all while providing good value for the consumer at "street" pricing levels or determining the need for and level of a financial subsidy to encourage patronage.

**PERSPECTIVES/The Consulting Group, Inc.** is a Los Angeles-based hospitality consulting firm providing expertise to the food and hospitality industries exclusively for over 35 years. Having owned and operated over 350 restaurants and foodservice operations in the past, we understand the dynamics of the business. Moreover, **Perspectives** has provided consulting services to the County in the past related to evaluating numerous County foodservice operations (including the HOA several times).

We have conducted on-site operations' evaluations and market research with constituencies/guests of the facilities, assisted administrators in developing and issuing Request for Proposals and evaluated RFP responses, conducted on-site visits to other responder-operated facilities, and participated in the operator interview/selection process. As such, **Perspectives** is uniquely qualified to conduct this feasibility analysis. We understand the competitive nature of the marketplace, the key drivers and myriad nuanced factors that impact on the consumers' reasons for choice when selecting a foodservice option, and the practical challenges of successfully operating a compelling and appealing good-for-you foodservice facility.

## Methodology

Our feasibility analysis involved the following steps:

- Assess the current demographics of the employees and visitors to the Hall of Administration.
- Conduct an on-site evaluation of the current foodservice operation and program from both a front-of-house (guest) and back-of-house (management and facility) perspective. If permitted, we will engage with building employees to gain insight into their overall dining habits and their attitudes regarding the options available to them, including the HOA cafeteria.
- Evaluate the area foodservice options (commercial and non-commercial), determining concept, operational, financial and marketing strengths and weaknesses resulting in a competitive ranking matrix, and identify "best practices" of key competitors.
- Interview corporate and on-site managers of "managed" operations within the competitive vicinity of the HOA, exploring challenges, opportunities, and financial models (including pricing and subsidies).

## Findings

- **Building Census...** to assess the potential pool of available consumers, inquiries were made as to the employee census for the Hall of Administration. An estimate of approximately 2,600 employees was provided, but no details regarding age, income, occupation or tenure were available. Likewise, there was no information available as to the number of visitors to the facility. The current base of employees is likely smaller than a few years ago, as there has not been a one-for-one replacement for retirees. Additionally, some of the positions that were eliminated during the economic downturn a few years back have not been reinstated.
- **Current Foodservice Operation...** the current operator, Lunch Stop, is a franchised-based foodservices management company primarily focused on serving the governmental sector in five states (California, Texas, Arizona, Colorado and Oregon). Lunch Stop also operates other cafeterias within and for the County of Los Angeles, including the Health Services Administration building.

As the purpose of this analysis is to determine the feasibility of a subsidy positively impacting the health and wellness of the HOA employees, we will focus our comments on Lunch Stop's performance in support of the County's Health and Wellness initiatives.

- Menu and offerings... the printed menus from Lunch Stop do not currently feature or highlight any of the *Better For You* options. The printed menus also do

not provide any nutritional or ingredient information (other than a basic description). During our visits we did not see any call outs for *Better For You* selections (or tie-ins to the County's initiative) on the cafeteria line, and the only relevant signage we saw was a sign near the exit calling out a "Trans Fat Free Zone."

- Merchandising... unlike other commercial operations or other foodservice management company operations, we did not find the merchandising to be compelling or helpful for those seeking to pursue a healthier lifestyle. While there was a small presentation of pocket fruit near the check-out stations and the bottled water was positioned favorably relative to the carbonated soft drinks, there was little else that obviously or pro-actively supported the County's or even Lunch Stop's own stated Healthy Eating Goals (<http://www.lunchstop.com/healthyeatinggoals.html>; see appendix). We did not see any of the table tents (at the HOA Cafeteria) provided by the County Health department to promote health and wellness. We did see these at the Lunch Stop cafeteria in the Department of Health building. Additionally, for a company that has "Green Goals" that include recycling, we did not see evidence of an active recycling program. There were two open containers and a rack for the trays in the trash area. There were no signs promoting recycling or communicating the company's Green Goals. In fact, all meals were served on disposables which significantly increase hard waste.
- Operator knowledge and experience... Lunch Stop operates its business like a commercial franchise. Like any franchised business, success depends on having an engaged franchisor that carefully selects, prepares and supports operators to help ensure their success. Corporate, non-franchised operators (such as Compass, Sodexo, Delaware North, etc.) tend to be more stable and predictable in that their employee base has career path opportunities and other corporate benefits, and they typically have greater depth of resources in such areas as nutrition/health, marketing, consumer trends, and purchasing.

Franchisees, especially small, family-owned operations (aka "mom and pops"), buy in (literally) to the promise of being set up for success by their franchisor. What some franchisors, including Lunch Stop, refer to as franchisees having a "vested interest", others refer to as "buying a job." The cost of the buy-in relative to the potential pay-back, particularly in non-commercial operations, can create desperation on the part of the franchisee.

Typically, franchisees don't have their own knowledge base of how best to run a business... that's why they become a franchisee in the first place. Cultural differences add another layer of complexity for these operators, as they often don't have the frame of reference for understanding and serving their customer base.

While we were not given any financials for the Lunch Stop operation at the HOA cafeteria, it is apparent that the business is not doing well. There are tell-tale signs of managing the business down, which often happens in such circumstances. Such signs include:

- Lack of abundance in merchandising... they don't expect to sell a lot so they don't put a lot out and the display is lacking in appeal, feeding a vicious cycle.
- Bare bones staffing... the business flow is such that they cannot afford to "staff up" to be ready for business when it hits. This results in long service times/lines when business does come in, and this contributes to a death spiral for the operator. Customers are not willing to wait in long lines when they have other choices; as a result they come less often which further exacerbates the situation for the operator.
- Manager being short with customers and employees on the floor... when pressure builds, tempers flare. We did observe the manager being short with both employees and customers during our visit. While we all have "bad days" this theme was also echoed in the survey that was fielded.

- **Other Building Observations:**

- Very little signage outside or inside the building alerting the public to the location of the HOA Cafeteria. At the Department of Health building there was a prominent sandwich board type sign inviting the public in, providing the location information as well as the featured menu items of the day.

We saw signage related to an American Red Cross blood drive on different visits to the HOA, but we saw very few signs regarding the County's health and wellness initiatives. The 3-sided information billboards located on each floor near the escalator are overrun with posted bills. It is a clutter. We recommend making each side a theme so that key postings can easily be seen.

Additionally, there are two opportunity areas that could be better utilized to reinforce the County's commitment to health and wellness... the escalators and the elevators. A changing array of professionally produced posters placed inside locked poster holders affixed to the walls on the climb/descent in the escalators or the interior of the elevators, or even transfers affixed to the interior doors of the elevators will catch employees and visitors at points where their attention is focused. These posters could also be placed within the cafeteria itself, either in the servery or dining room. Both areas are lacking in any type of artwork or décor.

Posting schedules of upcoming events like the Fitness Challenge or Wellness Fairs with a QR code to facilitate more information is suggested. We noted that

Wellness Fairs take place only on Wednesdays from 10:00 to 3:00. Perhaps a weekend event or two might help those who would like to attend with friends and family and not conflict with working hours.

- **Changing Competitive Environment...** the area surrounding the Hall of Administration has changed dramatically over the years, with more positive changes still to come. Commercial, residential and cultural development in the greater downtown area has attracted (and continues to attract) foodservice and retail operators in greater and greater numbers.

More familiar and favorite consumer brands, as well as new and desirable operations, are within a reasonable walking distance than ever before (including food trucks). Most of these commercial operators are market driven and responsive to evolving consumer needs. It is now relatively easy for consumers who are interested in health and wellness to find healthy and better tasting options at reasonable prices outside of the Hall of Administration. In fact, the amenity that is Grand Park itself is a destination for those who choose to "brown bag" it and enjoy their lunch in the beautiful California sunshine.

Comparing other "captive" environments in the area to the HOA operation, the cafeterias at the DWP (operated by Sodexo) and the Gas Company (operated by Compass) were much more appealing and did a better job in providing and featuring healthy options.

Given the age, location and current state of operations of the HOA Cafeteria facility, together with the fact that most consumers like variety in their dining habits, it is little wonder why many building employees choose to go off-premises at least **8 out of 10 visits**.

- **HOA Employee Survey Findings**

To gain insight into the impressions of County employees about the HOA Cafeteria, an anonymous online survey was sent out to HOA employees by Robert De La Cruz on behalf of Perspectives.

These survey results are not necessarily projectable to the entire HOA employee base, as they do not constitute a scientifically balanced representative sample. Rather, they are the views of 146 individual who responded to the survey request. For a full review of the questions, please see the Appendix.

## **Question 1: Lunch habits in typical 2 week period... Out of 10 possible visits**

- 38.5% Bring lunch from home
- 19.8% Use the HOA cafeteria (eat in or take out)
- 17.8% Use off-premise counter service restaurant

- 10.5% Use the HOA snack bar
- 7.6% Use off-premise full service restaurant
- 3.0% Skip lunch
- 2.8% Other

## Q2: Top Places For Lunch in typical 2 week period

- Subway
- Cathedral
- HOA Cafeteria
- Snack Bar
- Food Trucks
- Grand Park
- El Pollo Loco
- Starbucks
- Grand Central Market

## Q3: How Many Minutes Do You Take For Lunch?

- 54.1% 50-60 minutes
- 11.7% 40-45 minutes
- 32.9% 20-30 minutes

## Q4: Factors Influencing Lunch Choice (out of 6 possible points)

- What's nearby and/or convenient (4.3)
- What I feel like eating (4.2)
- How much time I have (4.0)
- Healthy menu options (3.8)
- How much money I have (3.2)
- Who I am going with (2.1)

## Q5: Amount Spent At Lunch

- |             |       |          |       |       |       |           |
|-------------|-------|----------|-------|-------|-------|-----------|
| • HOA Café  | 43.8% | \$5-\$8; | 76.7% | <\$10 | 13.0% | don't use |
| • Snack Bar | 45.9% | <\$5;    | 70.5% | <\$8  | 26.7% | don't use |
| • QSR       | 42.5% | \$5-\$8; | 78.2% | <\$10 | 13.7% | don't use |

## Q6: Opinions on HOA Café

Respondents were asked to share their level of agreement with a series of statements exploring various facets of the Hall of Administration Cafeteria operations. Responses were rated on a scale of 1-4 where 1 = Strongly Disagree to 4 = Strongly Agree.

The views expressed in this survey show that the HOA cafeteria is not a destination of choice for most. While it may be convenient and many felt the staff is friendly, the operation is falling short on the most competitive issues, particularly those related to health and wellness.

The five statements that generated the strongest level of **agreement** are:

- It's convenient to go the HOA cafeteria. (3.5)
- The staff working in the HOA cafeteria is friendly and helpful. (3.2)
- Going to the HOA cafeteria is a last resort for lunch. (3.2)
- The hot food is always hot in the HOA cafeteria. (3.2)
- The prices are high in the cafeteria. (3.2)

The five statements that generated the strongest level of **disagreement** are:

- The HOA cafeteria is just as good as most outside restaurants that I go to for lunch. (1.7)
- The menu offerings are always current with the latest food trends I see in area lunch restaurants. (1.9)
- It's easy to see nutritional information on the menu items in the HOA cafeteria. (1.9)
- The cafeteria offers information about health, nutrition or wellness. (1.9)
- I really enjoy going to the HOA cafeteria for lunch. (2.0)

## Q7. Tenure at Hall of Administration

- < 1 Year 8.2%
- 1-5 Years 32.9%
- 5-10 Years 27.4%
- > 10 Years 31.5%

## Q8. Gender

- Female 65.8%
- Male 30.8%
- Declined To Answer 3.4%

## Q9. Job Function

- Management 26.7%
- Clerical 24.7%
- Technical 6.8%
- Analytical 31.5%
- Finance 2.7%
- Other 7.5%

- **Contract Subsidies...** due to the unique nature of each foodservice contract, the host needs/requirements and each vendor company, there are no hard and fast rules concerning the business model status (straight P&L vs. subsidy).

The most recent data available (2014) from *Foodservice Direct Magazine* reported that over half of the B&I operations in their study were subsidized, with the average subsidy being 45% (up from 27% in 2013). The Western region shifted from having the lowest rate of subsidy in 2013 at 38% to the highest rate at 58%. Over half the operators expect their subsidy to increase in the coming year, while just over 15% expect them to decrease. Note: over 40% of the responding operations reported reduced patronage due to increases in off-site competition.

While some private, commercial corporate facilities offer highly subsidized programs (i.e., Google and Microsoft provide free foodservice among many other amenities to their employees), the trend in the private sector has been mixed with some companies reduce these subsidies due to budgetary pressures and others increasing them to maintain an important employee benefit. Public entities report increasing challenges in contract negotiations balancing budgetary pressures against maintaining a perceived employee requirement and/or benefit.

#### Factors of the negotiation:

- Building census
- Open/closed to public
- Number/type of operations (cafeteria; executive dining; vending, c-store)
- Catering options (internal and external)
- State of facilities
- Rent
- Hours of operation and day-part requirements
- Special needs (after hours; on call, special events, dietary specifications, off-site, etc.)

#### Different Types of Subsidies

- Rent
- Education programs
- Multi-tier pricing
- Apprenticeships
- Allocation of funds toward HR programs
- Smart-phone apps that promote healthy dining
- Incentives for select items/meals that promote healthy dining



Below is a snapshot of the Department of Water & Power's recent foodservice contract history. With a building population of about 2,500 the DWP is similar to the Hall of Administration. Sodexo is the current operator; they operate the cafeteria, convenience stores, vending, catering and special events; it is open to the public and the operator can service off-site, external catering from this location.

**Sodexo @ Department of Water & Power (Hope Street):**

March 6, 2014:

- Extend contract by 18 months
- Increase contract by \$504,975 up to \$1,487,294
- Reduce minimum monthly purchase to \$29,865

December 17, 2013 (Rejected by LA City Council on February 18, 2014)

- Reduced minimum monthly purchase to \$33,250
- Extended the contract term 15 months
- Increased contract limit by \$561,750, up to \$1,544,069

June 4, 2013

- Contract terms extended up to 42 months
- Increased contract limit by \$137,319, up to \$982,319

January, 2012

- DWP Cafeteria reopens to public

Sept 12, 2011

- Extend termination date by 30 days
- Eliminated monthly rent effective 8/1/11
- Eliminated 2% commission effective 1/1/11
- Minimum purchase for emergency services of \$42,000
- Increased contract limit by \$95,000, up to \$845,000

May 17, 2011

- Sodexo wants out of contract due to severe downturn in business
- Gave 120 day notice of termination

September, 2010

- DWP cafeteria closed to outsiders for security reasons

Aug 3, 2010:

- Sodexo awarded contract
- Initial term: 36 months
- Initial contract: not to exceed \$750,000

**Below are snapshots of a few Compass Management operations:**

- **Compass @ Southern California Gas Company:**
  - No rent
  - Runs as a P&L operation; no other subsidy
  - 2 other Gas Company facilities are subsidized for special needs (i.e., emergency feeding).
- **Compass @ Nestle**
  - Nestle is reconsidering subsidy (historically has been up to 25%) as the building cafeteria is opening to new building tenants and there are control issues.
- **Compass @ Paramount**
  - No rent
  - Operates multiple facilities on the campus
  - Receives a subsidy if P&L falls short on negotiated contract
  - Can contract directly with production companies for their production needs

**Summary**

According to Supervisor Yaroslavsky's report/blog, **76.6% of County employees have been classified as overweight or obese**. With such staggeringly high levels of weight-related issues which drive higher insurance premiums, health care costs and lost days, the County Supervisors are to be commended for making health and wellness a priority for the County's employees and citizens. Finding the most effective ways to ensure progress against the ultimate goal (weight loss, less disease, improved health and fitness, reduced costs) is the challenge.

Having the Department of Public Health involved in the RFP process is a positive move, but only to the extent that there is monitoring of the contract requirements with consequences for lack of compliance. That said, having even full vendor compliance will not ensure the desired outcome.

The old adage "you can lead a horse to water, but you can't make him drink" comes to mind here. Simply making "healthy choices" available does not ensure that customers will buy. Even making "healthy" items the *only* options (such as what took place when the cafeteria at the Department of Health re-opened last year) doesn't guarantee success. Consumers always have other choices... they can satisfy their meal and snack needs at any number of other places in the area, they can bring their lunch from home or they can skip the meal altogether.

The best way to get consumers to adopt a healthier lifestyle is to help them make small changes every day and every week. Consumers will be more likely to choose the products that are better for them if they:

- **look great...** people eat with their eyes. Don't just display the food... *Present* the food. The food displays at the HOA are utilitarian, not compelling.
- **smell great....** everyone can think of a place to which they've been drawn simply by the fabulous aroma wafting from its doors. The opposite is also true. Due to the physical limitations related to air circulation on the basement level of the HOA, any aroma (good or bad) will be magnified and detected as far away as the escalators. On one occasion we have smelled fried food hanging in the air all the way down the hall. On another, we didn't smell anything until we stepped into the servers at which time we were hit with the smell of ammonia or other cleaners. While clean is always good, it is not something you necessarily want to be hit with when you're hoping to be smelling freshly prepared food.
- **taste great...** taste is the real payoff. I might try something once, but if it doesn't taste good I won't buy it again. Today's consumers are used to being able to find great tasting healthy options and they won't settle for less. While we did not sample all the food offered at the HOA, the foods we did try were not up to par, competitively. Further, the hot food was not really hot. Warm is not good enough. The foodservice golden rule:... *Hot Food Served Hot, Cold Food Served Cold.*
- **are priced right...** while it is true that some ingredients may be more expensive than others (perhaps due to seasonality or perishability), offering "healthy" options doesn't necessarily have to cost more. Careful handling and smart buying can help keep costs down. Price sensitivity will always be an issue for many consumers, but it will be less so if they feel they are getting their money's worth on all the other factors. Interestingly, the operator does offer punch cards to incentivize purchasing beverages, and food in \$6 increments, but nothing for healthy food choices.
- **featured/highlighted/described...** the appropriate use of professionally-made point-of-selection informational/descriptive signs and badges are helpful to consumers trying to find healthy options. Don't assume they will know what's healthy... sell it! We were quite surprised by the lack of good signage throughout the servery.
- **are presented in an inviting, appealing setting...** while we might not all share the same opinions on style or decor, the fact is that consumers are drawn to places that look appealing and feeling inviting. Good lighting, comfortable seating, attractive decor (lighting fixtures, furniture, artwork, room dividers, flooring, etc.) and great merchandising are key elements contributing to consumer's choice or rejection of a given establishment. If you wish to promote healthy eating, it wouldn't hurt to hang stock photo images of beautiful, colorful fresh food throughout the servery and dining room.

- **are offered by friendly, helpful, knowledgeable people...** well-trained, vibrant, energetic people are more likely to help consumers make better choices if given the opportunity to interact with them. "Order takers" or "dish-ups" with little knowledge about the ingredients or food preparation will have little positive impact on helping guests make good choices.

## **Recommendations**

Based on our observations of the current operation, the evolving competitive environment and the results of our survey, we find that a financial subsidy for the HOA Cafeteria or its' visitors would not have the desired impact, perhaps any impact, on improved health and wellness of the HOA employees. In our opinion, it would be a waste of money.

We have two recommendations for your consideration:

- Open the RFP process countywide to attract professional, corporate contract management companies, allowing the interested bidders to spread their risk over the portfolio of operations. We believe the County is not benefitting from the strengths and stability that corporate contract management vendors provide. Further, most of these companies embrace, indeed lead, on such issues as the environment and health and wellness, implementing innovative methods for engaging and educating consumers.

While there may be concerns about shutting out small businesses and minority-owned businesses from the process, this must be considered in perspective along with the sacrifices that the County and its employees may be unwittingly subjected to as a result of awarding contracts to vendors who may not be best suited to provide the product or service required. With a little innovative thinking and incentives, there are likely ways to address such concerns through vocational training and placement that will encourage the corporate vendors to bring in and bring up citizens who may not otherwise have such a positive career path.

- Specifically for the HOA, we offer a more radical recommendation.
  - Set aside a plot of Grand Park (in the area near the fountain) and make it available for commercial restaurant development. Invite bidders who will satisfy specific criteria in exchange for a favorable land lease and/or tax benefits.

The operation would be highly visible and open to the public (not buried in the basement of an aging facility). The operation would be open 7 days per week for breakfast, lunch and dinner; brunch on the weekends. Weekday mornings and afternoons would satisfy the needs of the County employees and jurors,

plus a large public patronage. The Music Center and The Disney Music Hall would support evening hours. As it is, these two venues are short on restaurant seating on play days. Additional day-parts would benefit from patronage from the cultural activities, tradeshow and sporting events in the downtown area. County employees would receive a special rate/discount to encourage patronage at no cost to the County.

As envisioned, this would not require any use of taxpayer funds or any dedicated county supervision. It would be a revenue positive source of income and employer in the County.

- The existing cafeteria space could be repurposed and rented for lectures, trade or job fairs, classes (even nutrition and cooking classes since there are kitchen facilities) or yoga, Pilates, gym/health club operations... all conveniently enhancing health and wellness within the HOA building at little expense.
- This avenue would obviously require a set foodservice criteria (full service, fast casual and take-out), careful environmental planning not to interfere with but to enhance Grand Park (similar to Tavern on the Green, Central Park, NYC), coordination and staging. We believe this would result in an enhanced Grand Park amenity and a pathway for making real progress against the goal for better health and wellness for County employees.

## **APPENDIX**

### **LunchStop Documents from Website**

**Food Services Management  
Café Operators  
2012 Healthy Eating and Green Goals  
Life Choices**

### **“What’s For Lunch” Survey**

### **Open Ended Comments from “What’s For Lunch” Survey**

### **County Event Schedules**

**2015 Healthy Connections  
2015 Wellness Fair Schedule**

 LunchStop	Menus	Contact	News	Franchisees	Comments	About Us
---	-------	---------	------	-------------	----------	----------

# LunchStop Food Services Management

**LunchStop provides experienced professional management of for cafeteria, catering, office beverage services and vending for companies and public facilities throughout the US. This will allow you to bundle your services, maximize your business opportunity and have one contact instead of numerous vendors.**

**LunchStop operates on a straight profit and loss agreement. No management fee will be charged.**

LunchStop provides the management personnel for the transition, during the opening period and throughout the life of the contract. These team members include our designated Regional Operations Manager, Area Operations Manager, Franchisee and other senior management staff. LunchStop directly manages the cafeteria employees. LunchStop assures that cafeteria staff are trained in the areas of total customer care and safe food handling procedures. All cafeteria staff are professionally attired.

LunchStop offers intranet online catering programs to service your catering customers more rapidly and conveniently.

Our café décor specialist will inspect the café and recommend the décor package that best fits the theme of your account. LunchStop management will then review the package with you for your approval. You are only responsible for décor, facility improvements, equipment and smallware. LunchStop will transition from your current vendor with no traditional "Start Up Costs".

LunchStop optimizes employee participation in the café by offering an expanded selection of daily menu choices based upon customer input and executing internal marketing campaigns and merchandising techniques.

LunchStop brings creative marketing and promotional programs that have been designed to stimulate customer interest and reflect trends and changes in the food industry.

LunchStop regularly performs quality assurance unit inspections to assure performance to all contract terms and compliance with LunchStop policies and procedures.

## Cafe Operators

LunchStop strongly believes that local ownership of your employee dining facility by the operator of the facility creates an environment where your operator has a vested interest in your facilities success. As such, all of the LunchStop cafeteria's are locally owned and operated.

LunchStop is proud to be the original and only recognized franchise contract feeder by the California Department of Corporations and operate under the rules of the Federal Trade Commission as an approved Franchisor. The LunchStop team is proud of the investment they have made in its concept, corporate future and ability to continue to serve their clients with the finest in food service management.

A key component of the successful franchise arrangement is strong and responsive supervision from a corporate level, which exceeds our competition. Starting with the President and CEO through the Regional and Area Managers, there is a dedication to excellence and a commitment to the food service program.

The Franchisee is an individual who has invested in the Franchise concept of the business and performs as the café owner. This concept of food service management works to your benefit in the following ways:

Because the Franchisee has a vested interest in the success of the food service operation, that person is a much more highly motivated and innovative worker than a traditional corporate salaried food service manager. Satisfied customers directly affect the Franchisee's income.

The Franchisee is the business owner at the location. LunchStop's management team is there to help and guide, but the bottom line is if the franchisee does not perform, to the client's expectations, there is no paycheck on Friday afternoon.

The franchise program is more cost effective. ABC Company will not pay a traditional management fee. The individual operation will incur minimal overhead operating expenses as compared to other food service management alternatives. At the same time, they benefit from LunchStop's resources including corporate support, purchasing programs, training and marketing support, business development opportunities and professional supervision.

The rate of turnover of our Franchisees is far lower than that of their salaried counterparts, due primarily to the fact that they are entrepreneurs that identify much more closely with the business and their customers. This, of course, results in greater continuity and no interruption of service.

## Selecting an Operator

Perspective Operators come to us with varied levels of experience. Some are trained chefs, some restaurant/café owners, some food service professionals and others business owners. Once we know the specific demands of the client location, we can best match the perspective Operator with the account. After selecting the best matches, we ask you to interview and comment on the candidates before the final Operator is placed in the location.

The recruiting process for a Operator begins with a series of interviews and reference checks. Each individual's level of competence, business experience, financial stability, and service commitment is evaluated. Once evaluation is passed, they proceed to the corporate training center. During the training period the potential operator is evaluated by each of the trainers focusing understanding the material (menu planning, business development, bookkeeping responsibilities, insurance and vendor applications, appearance, customer exposure and interaction with one another along with meeting the demands of several different trainers.

LunchStop carefully screens our Franchisee partner. We review their experience, knowledge and business acumen to determine their qualifications as a LunchStop franchising team member and the spirit of an entrepreneur. An outline for the franchisees responsibility is detailed in the staffing section.

After completing the detailed training programs, the potential operator is further evaluated to determine which operation, by size, responsibility and scope they are best suited to manage. Only then will they be introduced to the district for final approval. Training topics include food safety certification, marketing, promotions, menu planning, catering, accounting and total customer care.

The training programs and quality standards are continually updated. One requirement is that each member of the management team and each operator complete training and certification in food safety and sanitation, as required by state law. We offer ongoing seminars in many areas of food service management. Operators are required to attend a minimum of four sessions each year and are encouraged to attend many other optional seminars.

## Sanitation and Hygiene

LunchStop has a stringent focus on sanitation and hygiene. All members of the LunchStop franchising team hold a certificate in either ServSafe or Exporior, both respected food handler's certification programs. In addition, daily, weekly, monthly and quarterly checklists are provided for the cleaning of the equipment and facility managed by LunchStop.



The Regional and Area Operations Managers conduct routine inspections and perform an annual detail written inspection of the total LunchStop operation at your location. We work directly with the Environmental Health Agency in your region to insure compliance with the many health codes and practices that guard the safety of your employees. Our franchisee will train the café staff in proper food handling procedures and maintain a HACCP program in the café. Everything will be done to insure safe food is delivered to your employees.

## **Quality Assurance**

LunchStop is committed to customer satisfaction. The team will work to understand and meet the customer's expectations. To assist in the mission of providing the best blend of products and services and meeting a customer's requirements, a multi-faceted quality assurance program has been instituted.

## **Appearance**

All personnel will be professionally dressed to enhance the appearance of the café. Therefore, LunchStop has designed a fresh, clean uniform. The basic uniform includes a white polo shirt, nametag, black apron and hat with the LunchStop logo and dark slacks.

LunchStop management believes the culinary staff should be easy to identify and that personal hygiene and professional appearance are critical to the success of the cafeteria operation.

## 2012 Healthy Eating and Green Goals

LunchStop is committed to improving the planet by encouraging our customers to eat better, and through sustainable and green business practices.

Here are just a few of the ways we are working to make your facility a greener and healthier environment:

- Talk about healthy food and publish nutritional information for the customer to make healthy choices
- Work with our distributors to insure that meat and poultry used are raised without antibiotics that are non-therapeutic
- Buy Organic produce whenever possible
- Buy from local companies reducing food miles
- Reduce fast-food type consumption in the café
- Where able create gardens to grow fresh herbs and produce
- Increase sustainable food practices
- Recycle program with our clients
- Serve seasonal harvested foods
- Conserve on energy and water through best practices and education of staff

## Life Choices

The truth is, diets don't work. Diets make you change the way you eat for a short period of time to obtain a goal weight and then you stop the diet. Then you go back to the way you normally eat and all the weight comes back, usually with extra. The only way to lower your weight and keep it off is to change the way you actually eat and live your life. You need to make the right "Life Choices" for you. This section of "Life Choices" is dedicated to giving you different ideas and suggestions on how to eat in a healthier manner, which should help control your weight and give you a desirable well-being.

1. Drinking water not only keeps you hydrated it also holds off hunger pains by keeping you feeling full.
2. Before meals, drinking a glass of vegetable juice will cause you to take in 135 less calories and suppress appetites.
3. Switch from coffee to green tea, its a potential appetite suppressant and can burn up to 43% more fat.
4. Low morning blood sugar will continue to drop lower, causing massive food cravings through out the day unless you eat breakfast.
5. Having an egg instead of a bagel every morning could cause 65% more weight loss and burn 16% more fat according to some surveys
6. Choosing high fiber whole grains, like oatmeal, brown rice and whole wheat bread, naturally curb your appetite.
7. By eating smaller meals every 2-3 hours kills big appetite urges and reduces cravings, regulating blood sugar by giving a constant supply of energy.
8. Avoid refined and processed carbs (white bread, regular soda, sweets, candies & cookies) they cause blood sugar levels to rise and then crash rapidly leaving cravings for the same carbs.
9. Having a bowl of low calorie soup or broth before your meal will help you start feeling full before you start your main course.
10. Before going out for a meal, eat a small healthy snack.
11. Instead of using sugar to flavor your meal, try cinnamon, cloves or nutmeg instead.
12. Taking vitamin B-3 will lower cravings for sugar and alcohol.
13. Capsaicin, found in chili peppers and hot sauce, lower the hormone Ghrelin, an appetite enticer, while increasing the appetite suppressant Hormone GLP-1
14. Eating small pieces of dark chocolate lowers cravings, the bitter taste signals the body to decrease appetite and steric acid slows digestion. Just make sure the chocolate is at least 70% cocoa.
15. Fish, high in omega-3 fats, like salmon, tuna & herring, increase the appetite suppressing hormone Leptin.
16. Tofu contains the ingredient called Genistein which helps reduce appetite.
17. Throw out all the bad snack choices that you have around. 18) Make sure that 30% of your diet is protein, it quickly gets rid of sugar cravings.
18. Keep a food diary, writing down everything you eat will help prevent over eating.
19. A whiff of vanilla will trick your system into thinking your cravings have already been curbed.
20. Sometimes cravings are false and actually come from your head not your stomach. Wait 20 minutes, if it goes away it was false if it increases it is real.
21. A 15 minute walk and reduce chocolate cravings by 12%
22. The color blue is a true appetite suppressant, the more of the color blue you have around, the more it works. (red, yellow and orange actually increase hunger, think of your favorite fast food chains logos color scheme)
23. Order the small size, todays small is yesterdays medium or even large. Take your time while eating and soon the small will feel like a large.
24. Don't talk while you are chewing, put down your fork, finish chewing and swallow then talk. This will also slow you down and make you feel full sooner.
25. At the first sign of feeling full stop eating and remove your plate from in front of you.
26. Allow a half hour to pass between the time you take the last bite of your meal and the first bite of your dessert.
27. Reducing stress will help, stress causes the body to release a hormone called Cortisol that makes you hungry.
28. Get plenty of sleep, a lack of sleep actually causes your body to release a hormone called Ghrelin that makes you want to eat.

Why would a food service company give you tips on how to cut the amount of food you eat? Because if we can provide you the right options to put together the right meal you will be a much happier customer and that is truly our actual goal.

# What's For Lunch?

The following is a brief survey about your options and choices for lunch during the work week. The information you provide will be helpful to us in identifying and creating options to better satisfy your needs. Your answers and identity are completely anonymous.

**\*1. In a typical two week period, please record the number of times you go to any of the following for WEEKDAY lunch. If there are any options you don't use, please enter "0". The total should add up to 10, and each box must have a number.**

Bring lunch from home	<input type="text"/>
Eat in/Take Out from the HOA Cafeteria	<input type="text"/>
Buy something from one of the HOA snack bars	<input type="text"/>
Go out to a fast food or fast casual restaurant (counter service)	<input type="text"/>
Go out to a full service restaurant (table service)	<input type="text"/>
Skip lunch/don't eat	<input type="text"/>
Other	<input type="text"/>

**\*2. Please list the top 3 places you tend to go most often for lunch during a typical two week period.**

<div></div>
-------------

**\*3. How much time (minutes) do you usually take for lunch?**

<div></div>
-------------

**4. With 1 being least important and 6 being most important, please rank the factors below on importance when deciding what to do or where to go for lunch.**

	1-Least Important	2	3	4	5	6-Most Important
Who I am going with.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How much money I have.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Healthy menu options.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
What's nearby and/or convenient.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
What I feel like eating.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How much time I have.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## What's For Lunch?

**\*5. Thinking about what you spend for a typical lunch for yourself only (not food brought from home and not a special occasion), for each place you go, please check the box that represents your typical spend.**

	<\$5	\$5-\$8	\$8-\$10	\$10-\$13	\$13-\$15	>\$15	Don't Visit
HOA Cafeteria	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
HOA Snack Bar	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fast Food Restaurant	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Full Service Restaurant	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**\*6. Please share your opinion about the HOA Cafeteria by indicating your level of agreement with the following statements:**

	1 Strongly Disagree	2 Somewhat Disagree	3 Somewhat Agree	4 Strongly Agree	Don't Know
I go out of the building for lunch more often than I did a year ago.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I go to the cafeteria less often than I did a year ago.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The food selection and preparation areas of the HOA cafeteria are always clean and sanitary.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It's easy to see nutritional information on the menu items in the HOA cafeteria.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I can get in and out of the HOA cafeteria quickly if I need to.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The HOA cafeteria is just as good as most outside restaurants that I go to for lunch.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The HOA cafeteria has lots of healthy menu options available.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The prices in the HOA cafeteria are high.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The HOA cafeteria staff is knowledgeable about food.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The HOA cafeteria dining room is inviting.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The HOA cafeteria staff are concerned about my health and well being.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I really enjoy going to the HOA cafeteria for lunch.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Going to the HOA cafeteria is a last resort for lunch.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The dining room is always clean and comfortable.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The staff working in the HOA cafeteria are friendly and helpful.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The portions at the HOA cafeteria are large.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It's convenient to go the HOA cafeteria.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The cafeteria offers information about health, nutrition or wellness.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The HOA cafeteria staff is well trained.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The hot food is always hot in the HOA cafeteria.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## What's For Lunch?

The menu offerings are always current with the latest food trends I see in area lunch restaurants.

☐☐☐☐☐

The flavor of the food in the HOA cafeteria is consistently excellent.

☐☐☐☐☐

The HOA cafeteria offers lots of healthy food choices.

☐☐☐☐☐

The HOA cafeteria has a good selection of "grab and go" foods.

☐☐☐☐☐

The cafeteria is a great benefit of working in the Hall of Administration.

☐☐☐☐☐

The food presentation on the HOA cafeteria line is very appealing.

☐☐☐☐☐

### \*7. How long have you worked in the Hall of Administration?

- ☐ Less Than 1 Year
- ☐ 1-5 Years
- ☐ 5-10 Years
- ☐ More Than 10 Years

### \*8. What is your gender?

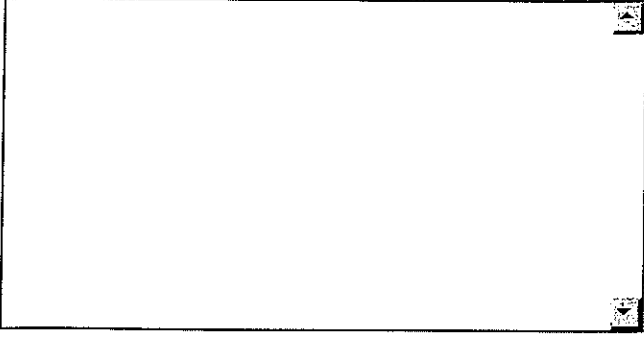
- ☐ Female
- ☐ Male
- ☐ Prefer Not To Answer

### \*9. How would you classify your job function?

- ☐ Management
- ☐ Clerical
- ☐ Technical
- ☐ Analytical
- ☐ Finance
- ☐ Other (please specify)

## What's For Lunch?

**10. Thank you very much for your input. We appreciate your time. If there is anything else you would like us to know for improving lunch options, please write a brief answer below.**

A large, empty rectangular box with a thin black border, intended for a user to write a brief answer. It is positioned below the instruction text. There are small, faint icons in the top-right and bottom-right corners of the box, possibly indicating a scroll or zoom function.

## Verbatim Comments From "What' For Lunch" Survey

Feb 23-27, 2015

I think the cafeteria is doing a good job, but food and setting can always be improved.

During the Busiest time 12:00 p.m. on they only have 1 Register open.... My thought it's lunch time plan staff to cover registers. Right now the Manager lke just walks around watching them prepare items but only helps at the Cashier station when it's convenient for him not us. The prices are crazy they are not consistent, I would rather pay \$15 at the Food truck before I give them my money at least I know the food will be good. The are stingy with the portions and charge a lot when it is not necessary to do so. Right now the 3rd Floor Snack bar has been receiving my money for lunch when I forget to bring mine. It's delicious and affordable. One more thing, cashiers should not be texting when there is a long line... I am on my lunch break after time the clock is ticking.

Please try to bring in some brand name counter service companies like a food court style cafeteria -- Chipotle, Panda Express, and Subway would be huge draws complemented by a soup/salad vendor and Mexican food vendor.

The food quality (in the basement cafeteria) seems very low and does not taste good. I wouldn't mind spending more money for quality food. The only good place is the wraps area but the tortilla is 330 calories. Its definately not a healthy option and believe alternative healthier options should be provided in the cafeteria. That same tortilla brand has an newer version and the tortilla is only 60 calories (maybe it's smaller but they might have a larger less calorie version). The salads are healthy but do not taste good ... the dressing has a weird taste. I think reassessing the quality and items of food provided would make a big difference. Its a great asset to have the cafeteria in the building but it seems like the cost/profit factor is more important than the quality of the food provided. Maybe by providing healthier, better tasting, and quality options it will result in more business.

The grill and the sandwich line always take forever. I don't know how, but there has to be a way to make that go faster. :) Food quality desperately needs improvement, and pricing is too expensive for the current quality.

A salad station that featured a couple salads on a daily basis would be fantastic. This would entail a wide selection of vegetables, other fixings, protein choices, and a few dressings with a single person (or multiple people) available to prepare the salad. The price should be a set price rather than calculated based on weight like the current salad bar. Another healthy alternative is a baked potato bar with a variety of fixings. I would encourage longer hours of operation.

Wish there were less processed foods and more fresh made foods. My go-to lunch used to be the fried rice until I found a chunks of cracked eggshells one day. The only food item I've bought in our cafeteria since is the breakfast burrito....it's well made and tasty and the full preparation can be fully viewed.

it's usually too cold and too loud to sit in the cafeteria.

Why is that your staff is always leaving? Certains foods do not taste right...(e.g.; Meatloaf-too much pepper and not flavor) Change the menu and maybe more guest will enjoy. If you are raising the prices make the food more tastefull and more portions.

I stopped going to the cafeteria as much due to the increase in prices. And, unfortunately, the food being served does not compare in quality to the price they want us to pay.

Posting menu options online or even through email is highly desirable. Accessibility and ease of phoning in orders (or putting in orders online) is crucial to avoid long wait times during lunch; if I spend just as much time waiting at for my food to be prepared at the cafeteria as I would walking to a good restaurant, I will choose to go to the restaurant instead.



I would like to see more ethnic options. Such as Indian, Greek-Mediterranean, Korean, Thai, Japanese, etc. I really like Asian foods but I find the cafeteria options to be substandard. The daily Mexican options are ok. Also some variety in the salad bar would be nice. Its the same thing every day.

Staff including the manager/owner need to be more consistant with prices. I ordered a side of chicken from the chinese section several times over a couple of weeks, the same order each time and was charged a different price each time. When I questioned it I was told it was based on the weight but the item was never weighed.

I would like to see more grilled items.

There is not enough staff, which causes long waiting lines.

More fish options at the Mexican bar and as the food of the day, more vegetarian options, and more healthy options all while being tasty would keep me going to the cafeteria every day. Plus I'd pay a lot more. I find myself walking across to the Panorama Cafe at the top of the court house building every day because they have figured this out. They have the model down right. Plus they have sushi -- a big benefit. the breakfast burritos have gotten way smaller and and stayed the same price, thats not right at all

I would like more variety of menu options. The menu does not change.

Go to the cafeteria as last resort

Healthier meal choices.

Would love organic and/or healthier food options that are accessible. The cafeteria food is a grease fest. Beyond unhealthy, even the fruit is out of season and flavorless. The food does not taste fresh and you can tell the ingredients are the cheapest possible.

Prices are inconsistent. The manager is awful. The beans have too much pepper. The Chinese food tastes old. The manager is not friendly and mean to his workers.

Though I'm not a vegetarian, I have a few friends in the HOA who are. They complain (even to the cafeteria mgr.) about how the cafeteria charges the same price for food without meat as the charge with meat. Examples are the breakfast burrito and sandwiches. It would be nice if they reduced the price for alternatives without the meat since they're nothing that is provided in its place to compensate for the higher charge.

How about a frozen yogurt machine with toppings?

Please make foods that are lower in fat, sodium, and calories.

9th floor cafeteria in the court house is excellent. Someone needs to see how they compare.

there should be a catering menu-as sometimes food is ordered from the cafeteria. Prices are never reduced, when even spending almost 100.00 there should be a testing plate--for future--for example "we are trying this dish" please rate it...and then with a high rating--serve it...." Coffee only comes in small or large-bad. Certain culture-gets bigger portions and better service--not good.

The food is o.k., the people are great, but the prices are too high and the nickle and diming for things should not be if the prices are that high.

I have noticed Court employees as well as employees from surrounding businesses frequent the HOA Cafeteria. I believe their input regarding this survey may be useful.

Good Customer Service is very important.

I would like to see more affordable prices at the cafeteria, and for it to be run by the County. I don't think we should be contracting out on the cafeteria when we can have County employees staffing it.

Would be nice to have several franchise vendors who can offer a limited menu.

The cafeteria is too cold. Very uncomfortable. Cashiering operation needs improved. sometimes the lines are very long to order food. The options for healthy food are limited. It would be nice if there was a food court that offered things like subway, salads 2000, mediteranean food and other food court food.

The attitude of the male owner is not friendly and his hovering over the staff working the different stations is disrespectful and demeaning.

Bring back the Azteca Salad - was done by a prior vendor. It's like a Mexican salad with tortilla strips. Had mandarin oranges, jicama, and other crunchy items.

It would be nice to have different size portions, for example, lunch portion \$4-\$5 (one piece of meat & half portions of side dishes and dinner portion \$6 & up (1 large to 2 pieces of meat and full portions of side dishes. Small side salads should be an option to vegetables. Salads are too expensive in the cafeteria. servers are nice and friendly. management is rude. the amount of food served for the bowls over at the "asian" section has decreased and the price has gone up. any other chinnese fast food place, you get a heaping amount of food for less that the cost of a bowl at HOA cafeteria. if they want to keep the food portion the same, they should reduce the price. if not keep the price, but offer a better portion of food. the sandwiches, salads, burgers and nachos are my only go to options. i dont eat anything else there. itemize receipt for all types of transactions, never know how I am being charged. Fresh salad items, sometimes they are old

The made to order salads r dreary & predictable. The food is (sometimes) heavily salted...even the soup. I do enjoy the tacos. I appreciate the workers. I believe they do their best each day. Thank you.

HOA cafeteria staff members are all friendly and helpful. However, the cafeteria owner/manager is quite the opposite and sometimes very rude to customers. He is also unwilling to listen to constructive suggestions.

The cafeteria is overpriced for mediocre food. The lines at lunch time take way too long. It would be great if the cafeteria was set up like a food court with multiple restaurants / food areas for people to chose from.

The salad bar remains consistently good. I go to it a lot. Offerings could be even more varied. Being able to buy a single roll to accompany salad or soup would be great.

I would probably visit the cafeteria if there were more exciting vegetarian entrees. I really only ever get tofu with rice and broccoli when I go there. It is very meat-centric.

I appreciate consistent choices but on the other hand, options such as the Asian food always seem to be the same. I would like there to be someone creating fresh salads like the Department of Water and Power cafeteria.

it is always the same food. it is overpriced. i only go there if the snack shop is out of food. Rather pay more at the cathederal for the quality and less food they serve.

Please get rid of the cafeteria. I hate it and everyone else does too. We need more variety and better tasting food. There is a lot of space lets make better use of it.

Breakfast Menu is excellent. Lunch Menu is not that great.

I go the HOA Cafeteria as a last resort. I love their apples, but they have very few fruit choices. Getting grilled choices have a long wait, with few fresh meat and fish choices. Few fresh vegetables.

The male owner is mean and they make up the prices. Sometimes i get the same item as the day before and they charge more...how does that happen?

Need more: Healthier choices Organic, natural foods Need less: Processed, canned foods

I would eat in the HOA cafeteria more often if the food was better quality and there were more options.

The cafeteria needs to be completely changed- look at DWP cafeteria model. The food currently stinks that the wait to get food and pay can add 20 minutes (or take away because that is 20 less minutes to eat). Something has got to be done please!

Please lower prices, provide more variety, more healthy choices, etc. DWP cafeteria is a great comparison - variety that changes weekly not occasionally, reasonable prices, healthy choices, high quality food.

Overall I think the folks running the cafeteria are poorly trained and very slow. The salad bar is adequate but the overall choices are terrible. Case in point, I never want fries so when I switch it out for a small salad, they always give me grief about it. I end up getting my meal for the same price but it doesn't happen without speaking up. The mexican food bar is terrible as is the sandwich area...too few choices and the meats for the sandwich are not fresh especially the Roast Beef. Overall, it's missed opportunity having a vendor there that doesn't appreciate the value and location of such a needed business.

1. I would love to eat breakfast there except for: 1. The wait time to get breakfast is too long. Most of the time, they have one guy cooking and packaging up the food so its not efficient. The cook should be able to cook multiple people's orders at the same time and not be at the counter packaging up the food or interacting with customers. 2. A veggie omelet with one link costs about \$8.50. That's ridiculous. I don't pay 8.50 for a small breakfast omelet. That's too much.

Yes food to be freshly prepared and just better tasting. Tastes like canned food. Had chinese food and many rice kernals were not cooked. had to take rice out of my mouth because they were very hard. California rolls are excellent!

Add more cafeteria staff at breakfast & lunchtime for faster service; currently it takes about 15 minutes in line for breakfast & takes about 20-25 minutes at the sandwich section at lunchtime. Change the menu every 2 weeks; improve the quality and presentation of food.

I would like to be asked if I would like hot peppers in my vegarian dish. Some cooks tend to toss it all in.

They have rice in several versions every day but mashed potatos maybe once a week. They charge for takeout trays which you need if you don't want your food to spill, and they tried to charge me .50 cents for ice when I brought my own cup. Their prices are way too high and their food is very way too poor. When I saw "green" ham, they take only the one piece off. They leave items that can spoil out all day. It was so much better 10 years ago. They charge \$1.96 for two pices of bread, get real!!! We need CHANGE! They have hamburger patties cooked and sitting in a pan of water to use so they don't take time to cook upon order. It's a blessing no one has become sick and filed charges. I know several people who did get sick off their food.

Help us get better food and you will have more happy county employees.

Price increases seem unjustified.

Where do i start.....Need new management! I understand times are getting a bit rough but their prices are ridiculously outrageous! I ordered a bowl of rice once (Brought lunch from home and forgot rice) and paid nearly 4 dollars for JUST steamed rice. They charge for ice when you bring your own container, which is also, for lack of a better word, dumb because they aren't providing that themselves. Get better food or better management/owner of the cafeteria I may reconsider eating there. However, for now, I absolutely refuse to eat at the cafeteria! I work across the hall from the cafeteria which makes the cafeteria extremely convenient to eat there and I still refuse to buy anything from there.

Cafeteria is the LAST RESORT! The manager constantly watches to see the customer gets a specific portion. Manager charges for everything, include ice! Portions are small for the amount charged and the food is BLAND! This is one of the worst cafeteria vendors HOA has had. GET RID OF HIM!

A section dedicated to a variety of foods that change each day or a change in menu every month or two would add much value to the options. If there were more smaller portions of food for sale that are priced lower (than the regular sized items), that would be really favorable too. But the pricing on the items seem quite good, except for the salad bar pricing, which can get quite expensive.

smaller-portion options with corresponding prices

I would elect to lunch often at HOA Cafeteria if their menu selections were updated to reflect a bit of a "gourmet" flavor/presentation. HOA Cafeteria is clearly in competition with Grand Ave food trucks present varying flavorful gourmet menu, which are often coupled with healthy selections easily take my lunch dollars! Thank you!

The salad bar needs more option, such as the chicken from the Mexican food area. The Spotite Cafe at the Music Center is an example of a very good salad bar.

I usually bring my lunch from home. But I think the food at the cafeteria is just fine and I am happy that it is an available option when I am here. I only work at this location 1 and a half days a week. Other days I am at a branch location.

The snack shop on the second floor is always very dirty. I would never eat or drink anything from there that isn't sealed from the manufacturer, e.g, soda or gum. Even brewed coffee is out because I do not know if the machines are ever cleaned. It does not appear that they are. There are usually greasy dishrags on the counter and I am very unsure about the food handling practices. I do not know of anyone has ever gotten a food-borne illness but I would not personally risk it. The staff are very nice though.

I do not care for the owner...i went only a couple of times and the Owner/Asian man was rude to the cooks and was not friendly to the customers. I did not care for his tone and made a decision not to support him by not being a customer. Cashiers seem to have a problem communicating in English. Co-workers in my Division feel the same about management and do not go there for meals...even in extremet weather conditions we go out or order from a restaurant that delivers to our building.

more healthy options and less processed foods.

I would love to have a cafeteria at the Hall that is operated by a vendor that cares about health and food quality. On the days that I don't bring lunch from home, it would be nice to have the option to still eat a good meal here at the Hall.



## 2015 Healthy Connections

Kenneth Hahn Hall Of Administration , 500 W. Temple Street, Los Angeles --- Room B-62  
Select Thursdays, 12:00pm - 12:50pm

January 15	Ready, Set, Goal - Developing Healthy Habits	Kaiser Permanente
January 29	Cervical Cancer --- What is it?	UnitedHealthcare
February 12	Men's Health -- What Men and Women Need to Know	Cigna
February 19	Healthy Hearts	Anthem Blue Cross
March 19	Understanding Allergies and Asthma	UnitedHealthcare
April 16	Move More -- An Office or Home Workout	Kaiser Permanente
May 14	Back in Shape (Back Care)	Anthem Blue Cross
May 21	Women's Health	Cigna
June 18	Healthy Eating for Summer Fun -- Live Food Demo & Samples	UnitedHealthcare
July 16	The Importance of Oral Health	Safeguard, a MetLife Company
August 13	Anger Management	EAP
September 17	Type II Diabetes Prevention	Kaiser Permanente
October 15	Eating for More Energy and Less Stress	Cigna
October 22	Breast Cancer Awareness	Anthem Blue Cross
November 12	Nutritious and Tasty Holiday Recipes -- Live Food Demos & Samples	Kaiser Permanente
December 3	Beating The Holiday Blues	UnitedHealthcare

For more information, contact your Department's Wellness Manager



# County of Los Angeles 2015 Wellness Fair Schedule

**D H R**

Department of Human Resources

<b>March 25 , 2015</b>	Olive View Medical Center 14445 Olive View Drive Sylmar, CA 91342 Auditorium	<b>10:00 am – 3:00 pm</b>
<b>April 22, 2015</b>	Rancho Los Amigos National Rehabilitation Center 7601 East Imperial Highway Downey, CA 90242 Jacqueline Perry Institute (JPI) 2 <sup>nd</sup> Floor Hallway	<b>10:00 am – 3:00 pm</b>
<b>May 20 , 2015</b>	Health Services 5555 Ferguson Drive Commerce, CA 90022 Employee Parking Lot	<b>10:00 am – 3:00 pm</b>
<b>August 19 , 2015</b>	Community and Senior Services 3175 W. Sixth Street Los Angeles, CA 90020 Employee Parking Lot	<b>10:00 am – 3:00 pm</b>
<b>September 16 , 2015</b>	Sheriff's HQ 4700 Ramona Blvd. Monterey Park, CA 91754 Media Room	<b>10:00 am – 3:00 pm</b>
<b>October 28, 2015</b>	Probation Department 9150 East Imperial Highway Downey, CA 90242 Employee Patio	<b>10:00 am – 3:00 pm</b>